acks election Industry output improves slowly
 Pious three cent. on the pronth. Page 12
E3PLOYERS should
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Picasso






## : p price changes yesterday

## Davy wins $£ 147 \mathrm{~m}$ chemical plant order from Russia

 up 1.5



- BRITAIN and EEC. Commis

BuSiHESS
New rise in gilts; equities


## The largest contract between the U.K. and Rassia was concluded last night by Davy Powergas, a subsidiary of Davy International. The £147m. deal for  <br> Mason launches initiative on eve of Ulster poll









Lonrho is moving into hotels with $£ 25 \mathrm{~m}$. bid for AVP



Powèr talks snag for $£ 100 \mathrm{~m}$. deal


Fly the flag.



Government in

## a poverty trap



## GARDENS TO-DAY and THE CHELSEA FLOWER SHOW IN JUBILEE YEAR

# Plants bloom to attract buyers 

BY DAVID FREUD


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## Encouraging clematis with a seaweed diet

## by robin Lane fox



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 LONDON





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 RACING

## Go for Sporting Yankee



The Financial Times Wediestay May 1819


## Coliseum

## The Nutcracker

by CLEMENT CRISP


## King's Head

## New London

Lionel bi Ba $A$ voumg
Our Kid br:B.A. youn





Television

## The magic of the movies




## by-CHRIS DUNKLEY

## EUROPEAN NEWS

Contrary to some forecasts, Zbynek Zeman suggests that the USSR will continue to produce an exportable surplus of oil

## Holding on to first place



BANCO DI ROMA-BANCO HISPANO AMERICANO COMMERZBANK- CREDIT LYONNAIS


## Safetyat sea:Raytheon makes the picture brighter.

The shipping lanes are crowded: Stips are get ing bigger and faster Time is money. Safety is aramount: Pressing reasons for new and mproved aids to navigation And many of them are coming from Raytheon.

Our new commercial radar gives mariners a picture of extraordinary brightness and clarity o bright that no viewing hood is neededtnight, or even in daylight. Now, two or time. Result: more frequent and intelligent use of a vital navigation system.

We're marketing these new radars worldwide. Meanwhile, we re delivering more than 200 systems to the U.S. Coast Guard.

Oir new speed log records depth of water, speed, and motion over the bottom. In shallow wer ame allow speeds, sy treportspor
. Raytheon VHF/FM radiotelephone can be used
anywhere in the world with no need for adding 保 $\mid$ or changing channel crystals

Raytheon electronic gear can be used on practically eveitything that foats-from tankers o towboats, pleasure craft to pilot boats. And the equipment list is a long one-in radar systems, radiotelephones, depth sounders, direction finders, and cargo-loading computers.

Mänine electronics-its a global and growing market, yet its just one part of Raytheon's commercialelectronics busimess.

And commercial electronics is just one of the six basic business areas at Raytheon. The others arè government systems, energy services, major appiances, educational publishing, and heavy construction equipment. For copieso our latest inancial reports, contact any or Raytheon Europe, 52, Route des Acacias, 1227 . Geneva, Switzerland, or worldwide headquarters, Raytheon Company, 141 Spring Street, Lexington, Mass. 02173, U.S.A.

[^0]


# Internal pressure for new Bonn reflation increases 

| LESS THAN two months after are improved allowaoces for agreeing on a Dxal secior investmont programme depreciation and vestment in the researcb and Ihe West German goveriment is vestment in <br> further undep pressure to take IFO arghes that the Govern economy. tops to boost the The pressure is now less from <br> ment is still acting too strongl to rednce the pabile sector defict deficilt nations like Britain w'br want increased Germitain nion when the economic situation now for their. exports, than from try to boost growth. unlons; emplayers assuciztions and economics ingtitntes inside Germany itself. <br> Denct was rednced 54 on from the TFO example came loday last year, and continues to im which urged the Goveriment to 2 per cent. value added lax follow up its sleps so far with increase is piamne for next year. stimulate private investment that increased Government bor mong other measures proposed rowing weuld oveerstrain the |
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## Brezhnev sees hope of arms reduction

by david satter

OVIET PAZTY
 PORTUGAL DEBT TÖPS゙ \$3.4BN.
No firm decision on consortium loan


## Mondale praises Spain

## EEC agrees U.K. shipbuilding aid

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## Go-ahead for

Tugendhat attacked over farm prices Italian loan brtssills, Man 17.

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## by robin reeves


assioner. Was hauled over the lohbies."






## Is this really how you see British industry?

Reading the papers can be a pretty attractive initsown right-quite apartfrom depressing experience these days.

If you believed everything thar was written, you could be forgiven for thinking that British industry doesnit have a single successful connpany within its ranks.

Well we know of plenty in one area alone.Thriving, expapding companies that have realised the advantages of being. in Central Lancashire New Town..

For a start its position, right at the centre of the ration's motorway network, with nearby ports and airports, is
the financial incentives.

Then there's the existing workforce. one of the most skilled and reliable in Britaii.

And Central Lancashire's continuing development programme is ensuring a steady supply of factories and warchouses for new growth.

Housing, both for sale and rent, will be plentiful too. Not, we hasten to add in an urban sprawl, but is a series of carefully planned villages each with its own pub, village green, and shops.

All in all, it adds up to one of the most exciting New Town developments in Britain todal

If youd like to know more aliour
Central Lancashire. write to our Commercial Director. Bill McNab. Central Lancashire Development Comporation, Cuerden Pavilion Bamber Bridge, Preston PR5 6AZ. Telephone:077? 38211.

Central Lancashire The foundarion for your futurc. 3

## Libya

Libya 1 (the unique Libyan Arab Airlines Service to and from Libya) offers an important addition to its London - Libya:service There are now two extra flights each week, London-Rome -Benghazi with the option ofgetting on or off at Rome. Here are the details:-

Tuesdays and Thursdays (all local times) London-Rome depart 14:15 Benghazi-Rome depart 08:45 Rome-Benghazi arnve 09:50 arrive 20:15 arrive 13:05 arnive 13:05
(Arr/Dep.Rome one bour later after May 21 until September 25,1977.,
This is all part of a continuous programme of development which has trebled the size of the airline in three years.

The fastest, easiest, most relaxing way to fly to or from Libya is by Libyan Arab Airlines.

Atrival and departure times are designed for the utmost convenience of businessmen and others

There are excellent onward seivices from Libya to the Middle East North Africa, and other destinations in Libya itself

27 airlines fly to Libya. We are Libya:1
We would like to remind you of our existing service London -Tripoli, 4 days a week on Mondays, Wednesdays, Fridays and Smand

For further information, please contact our U.K. Manager:Mri. O. Luati. Tel: 01-730 3565/01-821 4242.


LIBYAN ARAB AIRLINES
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## SEC payments concern








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## CALIFORNIATS TAX LAWS

## Unburdening international business

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## Non-oil countries debt growth slows


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 U.K. team arrives in Zambia to begin Rhodesia soundings


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## Peru Cathin India draft plan stresses

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## Namibia referendum

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 Some of our competitors
are guaranteed to interrupt
you after 15 minutes.

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Most of our competitors can record notes, ideas and dictation for 15 minutes. And then the tape runs out.

With the GrundigSteno-cassette 30 you can record the same information. For afull 30 minutes, on one side.

But the advantages of the Grundig Steno-cassette don't stop there.

Our cassette has a built-in time indicator scale.

Not only does it tell you how much more you can say, it tells your secretary how much she has to type.

It also has capstan drive for constant speed. You won't, as a result, find the sound quality varying through the tape.
it virtually impossible to erase information accidentally.

Weigh these advantages against thiose of our competitors.

And when you consider that most of them are guaranteed to interrupt you after 15 minutes, a Grundig Stenorette dictation system must add up to the best value for money around.

Something you'll discover for yourself, by either calling into your local dealer or by filling in the coupon today.


The GrundigStenorette dictation system.



James Buxton reports on the military difficulties faced by Ethiopia

## Old armaments to face a new threat

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## WORLD TRADE NEWS

## W. German boom in trade with Mid-East continues

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## Coffee puts Brazil in surplus




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## The international banking strength of Merrill Lynch

How our unique combination of investment banking aid commercial banking capabilities could help you meet your international financing needs.

The Merrill $L_{\text {Lnch }}$ International offer you nore service, in he world's major capiral narkers, tinancial institution. We are the onls U.S. financial services firm that provides a frill range of investment banking services worldwide-plus commercial banking services outside the U.S

## Investment banking

 Merrill Lynch is a leading manager of bond and equiry issues. For the sixth year publicly underutituen issues for corporations in the United States.Worldwide, we managed or co managed 235 public issues-including 53 for non-U.S. issuies. We arranged over rations, govenments and municipalities in 1976.
One reason for chis leadership is our tinely knowledge of financing opportunities basced on our unsurpassed power to place securities in the United States and elsewhere in the world. Our 55 inteniariunal offices and over 230U.S. offices give us access to literally thousands of
regional instizutions and to millions of
individual investors. plus the majur instiindividual investors. plus the majur tutions in
the world.
Our services continue even after a tinancing has been arranged. We help $t$ underwitie thirough mets for the issues wis tions in Europe. the Far East, dhe United Sates and ocher key markes. Research advice is also provided.

Commercial banking
Merill Lynch also offers intemational Merill Lynch alsco ilfers intemational
commercial banking services utwide the Unired Sarate including mediunthe Unired S.
term lending.
We actively manage and participate in syndicated bank loans in all parts of the world. Our banking operations have a combined capiralization of uver
$\$ 76$ million.
We believe chat youlll find our capabiltries imaginative and impressive. For example, we recently handled these inancing arrangements
For an intermational client

- A sindicated floating-rate bank loan. - A public issue in Kuwait.

A prieare placement in the United
Arab.Emirares.
For a European client...
A Eürodollar Bond issue.
A secured financing in the $U$.
A secured financing in-the U.S.
Commercial paper programs for two subsidiaries.

Contact Merrill Lynch There's more to the stority of our intermational banking strength. And more that In mergers and acquisitions. In Eurobond rading. In money market instrumients. In commodities. For information, concact any of these Merrill Lynch bankers:

## London:

Invesment Banking-Europ S.V. C. Wilberding-Tel: 236-1030 Investment Banking-Middle Eas J. F. Dunlop-Tel: 236-1030 R.D. Miles-Tel: 236-1030 Paris: H. P. Jacquin-Tel: 723-72-20 Tokyo; R. E. Reibman-Tel: 581-733 New York: N. A. Rey-Tel: 766-4900

Merrill Lync
International \& CO

Europe may retaliate, GKN chief



## Nigerian <br> order for

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First dollar buyer credit is signed


Petrobras $\$ 40 \mathrm{~m}$. credit




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## Great Scot.

There's a special placein our heart for the pert plaids of-British Caledonian. Maybe it's the splendlo airline's independence that gets us.
In any case, the feeling seems mutual. Last year British Caledonian àwa about 20 mition gallons a year of the avlation fuel its aircraft take aboird is aircraft for aviation products in the United Kingdom. We supply a fleet composed of BAC 111 s and Boeing 707 s , from our fuelling facilitles at Gatwick.

And how the big planes guzze fuell A 707 takes on about 10,000 gallons in a typical fuelling; and the 747.5 we service for other good customers over at Heathrow will take 30,000 gallons at a gulp.

All this is a far cry from Mobil's early days in the aviation business. Back in the 1920 s, when we were taking care of the requirements of such daring young men as Charles Lindbergh and Major Kingsford-Smith the Australian who circled the globe in his three engine "Soupthern Cross", fuel often was measured
out in five-gallon cans and refuelling was done in farmers' fields-by prearrangement with the farmers.

It's a different business now. As one of Britain's leading aviation fuels suppliers, we deliver over 80 million gallons a year. That's roughly two-and-a-haif million barrels.

We'll never be so busy, though, that we don't have a ittle extra time for those great Scots at British Caledonian.

## Continental UnionTrust CompanyLimited.

Total Assets at 31st March,1977: £27.4 million.


## High stakes in South America's Paraná River dam scheme

BY ROBERT LINDLEY, recently in Paraguay

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## THESE COMPANIES GAVE POLAROID THEIR IDENTIFICATION PROBLEMS. IT TOOK US ONLY MINUTES TO SOLVE THEM.



Whether your organisation employstwo hundred ortwo hundred thousand, there is an increasing need to establish who belongs where and who doesnt belong atall.

And, because all companies donor have the same identification problens, we have developed all kinds ofidentification cards with portraits, for all kinds of purposes.

The Polaroid ID system produces a highly secure laminated card where photo and data are on the one piece of material. It can be enabossed, magnetically encoded or punch coded tofitin perfectly with your company's data collection systen.

With Polaroid's ID-3, you canimmediately issue identifica-
tion cards to all your employees. If someone blinks you can make a new card right there on the spot. And don't forget,identification can alsogo much further than strictsecurity. The PolaroidID card can be used to control access to the company car park or canteen.It can even be used for personalidentification when you are away on business or holiday.

Any organisation can produce these highly secure ID cards easily and quickly with the lowcost PolaroidID-3Identification System

It's portable,so you can take it wherever you like.An operator can be trained to use itin a few minutes.

We'd like to demonstrate the systemin your office orfactory.

We'll put your portrait ona card and let it speak for itself. For more information or demonstration, fill in the coupon below. Or telephone Ray Taylor atStAlbans 59191

## POLAROID

## AFINANCIALTIMESSURVEY british engine ing

## PUNE 141977

The Fiancial Thmes is preparing to puhbish a survey on British Ene proposed editorial coverage are set out below. Introduction Thie imporfanice of the engineering industry in the U.K. its contribution to exports and employment What is the engineering todustry? Facts and figures on the main sectors, Note: this survey will conicentrate primarily on niechanical. and electrical
engineering-Orders VII and IX in the: Standard Industrial Classification -and will not deal in detail with instrument engineering or with motor The stracture and orgapisation of the industro: A wide variety of large and small companies-changes ir structure through mergers. The engineering industry in wort trade The high degree of inter dependence in enginieering products among the industrial countries-the
export performance of the British indusity Financial performance An analysis of tremds in profitablity and invest ment.: Iridustrial relations and productisity
Industrial relations and productisity $\quad$ competinan $A$ ook -at the engineering industries in the main The competition A look at the engineering industries in the main
competing countries. including the U.S.. West Germany and Japan. Suecess in engineering A combination of design, efficiency in production and marketing skill-some somamples of successful products and why they
have been successful Engineering design A cricial element in the industryThe status bn Relations betureen the findustry and undiversities-the training of The rofe of the professional engineering institutions The role of the engineering trade associations. The case for a single
biody to represent the engineering industry. The role of the Government Examples of interrention over the past fifteen years-the place of the enginieering industry in the present Foreign ins ind Foreign investment The importance of foreign investors, especially The themes discussed in the opening article will be developed in more Agriculture machinery $\because \therefore$ Food processing machinery Pumps, valves and compressors Textile machinery Construction equipment Mechanical handing equipment Mining machinery Printing machinery

Packaging and bottling mächinery Bail and roller bearings. Boilers
Process plant engineering contractors theectrical plants
Eleachinery
Cables Cables Domestic applianees
Radio and TV sets
The proposed pablication date is June 14 1977. Copy date is June 4. For full details of the advertisiigg rates contact David Baker, on $01-2488000$. extension 232, Financial Times. Bracken House, 10; Cannon Street, London EC4P 4BY. Telex: 885033.

## tme Co-op sales reach $£ 1.27 \mathrm{bn}$., pre-tax profits at $£ 17.3 \mathrm{~m}$.

Fisons raises fertiliser
prices by $6 \%$

Machine tool trade worried by Leyland

Reduced oil stocks will cut imports

## Beer price freeze

 expected in summerIS ALuinosi certain that the efficencies in retaithig:













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Hattersley: No subsidies o save newspapers







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## APPOINTMENTS

## Livingston Development Corporation

LIVINGSTON, WEST LOTHIAN ËH547AD

## Chief Executive

Applications ara invited for appointment to the post of Chief.
Executive of tha Livingston Development Corporation in the latter part
of this year. dasignated in 1962 with a target population of 7,000 and also to be
focal point of S Sub Ragion of $200-250,000$ people. The present
population is just over 30,000 There are neariy 100 industries. population is just over 30,000 . There are neary 100 industries.
it is the second largest town by population in the Lothian Regio It is the second largest town by population in the Lothian Region and is
in a phase of rapid development. in a post is very demanding in thought, time ànd energy. It calls for a keen interest in the physical planning of the town, in the
attraction of industry, commerce, and job opportunities ganarally and attraction of industry, commerce, and job opportunities ganarally and
a readiness to take an active part in the continuing developmaint of a a ively and caring community. aspect of the Development are rasponsibie departmentaly foreach Executive neads to have had a high levalof administrative experiance Sanior Officerstom or Managers. Close liaison with Lothian Regional Council and Westiothian
District Council is anessential aspectof the job. The salary is in the range of $£ 11,180-£ 13,460$. . Applicants are asked to write, in confidence (plaase mạn
anvelope 'Chief Executive') sending full details to:-:DesmondMisselbrook, Chairman, Livingston Developmant Applications to be raturned not laterthian Friday

## COMPANY NOTICES



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HOME NEWS

## Industrial output rising slowly


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## Response to clothing

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## CBI seeks long-term pay policy







# £7m. expansion proposed for Aveling-Barford 


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## Windscale inquiry rules laid down

## Computing systems. <br> compuning

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## Botanists seek 'super veg'



Isle of Man Budget cuts petrol and income-tax
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## Tarling case

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Ideal see and air coomections. 1000 Silghts weekly bettreen
Puertu Rico and the mainland. Fast container ships. Only hours to New York, Attractive freight rates.

## 100\% tax exemption

In Puerto Rico you pay no U.S. personal or corporate income taxes. And the Puerto Rican government wil also exempl maniproperty taxes. This: 100 percent exemption can be for up to 30 years, depending on the location of your plant.

[^1]Early pay review call for doctors kix mine nixur


# Sir Ian McLennan to chair ANZ Group Holdings 


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## Why your profit and loss statement is 7times morefun topreparein PuertoRico/USA than in anyother part of the USA.



Where's the catch? There is none. We offer you more
ecause we have to. Puerto Rico/USA needs employment. Thats why the government has developed a pro gramme of incentives with no parallel For full details on For full details on these and other you, mail the coupon below. You'll find out why more than 1000 U.S. and foreign manufacturers are already operating in Puerto Rico/USA.
personneI costs averaging two-thirds the level
on the mainland, the productivity is higher.

## :Training of labour,

Teady-to-occupy plants To enable you to start production on schedule, the government helps you to recruit and train your future employees. In many cases training. Puerto Rico/USA is no backwater, but a highly developed industrial land. Ready-to-occupy factory buildings are available. Rents start as low as U.S: $\$ 0.75$ per square foot per year.

Modern infrastructure
Puerto Rico has an excellent network of more than 6000 miles of roads. A new motorway connects the north and south coasts. Rico and the-U.S. mainland. A modern harbour for container ships is open for-traffic in San Juan.-Near the harbour of Mayagüez is the first duty-free foreign trade
zone to be established by the U.S. zone to be. established by the U.S.
government outside the U.S. mainland. It provides these additional incentives: 1. Duty-free entry of foreign raw msterials. 2. No U.S. duties on products to be exported to other countries.

The bottom lines
Did your company make 32.6 perent prit last year? Or 33.9 percent These were the average profits, reelectrotechnical industries in Puerto Rico/ESA-in 1975. Arid the profits can be transferred.



- retailing

Eases problem of Stock comitrol












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## - COMPGNENT

## A brake for Big Ben





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Koninkifike Nedilloyd Croep NY (Royal Medlioyd Group)
The change of name will not beexpressed on the above mentioned Euro-guildernetes Consequenty, these will be traded under the $\because$ ?
The Executive Board


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People who are willing and ableta:- look iy you decide to do more than look. help you build a prosperous bisisiness, - there's an understanding. Councilan abuncance of all kinds of labour:- willing and able to. heip, in the way altractions that's only one of the: attractions of Newport:There's the ease of access to Fast main roads frequent trains sevice airpots and docks.
-There are plenty of pime sttes
has helped many other companies Sothink about Newport. Then ook at Newport. Chief Executive, Ref: contacting the Centre, Newport Gw Tefephione 0633 , Gwent.


## Fxing comay Social contract revolt grows <br> 



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## Callaghan cautious on pay policy demand by Liberals


#### Abstract

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## Therearetimes when youneed alittle extrapergallon．

Fref economyis ar nimportant consideration for most of us，most of the time．And sometimes more than others．But it inn＇tsomething that comes autromatically with the car you ctrocose to buax

Efficient une of petrod is a result of considered design and efficient engineening．It＇s worth your while to choose a car with both．．．


MP wants limit on election spending and


## 攺孚 <br>  <br> Sir Winston put it so well ．．． <br>   <br> hnancial tme xeporter









## Nuclear debate bid fails







## Pressure for direct labour

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## Borst

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## A. H. Hermann offers a step-by-step guide to Arab negotiating

## Middle Eastern labyrinths



The Marinas are a range of saloons and estates, all with stylish, aerodynamic lines and every model makes the very most of its engine. They give you that important margin of extra mileage for every gallon of petrol you buy.

In the 1977 Total Economy Run, a Marina 1-8 achieved 40.69 miles per gallon:

Economy Another extra you can expect from Marina.

## 18

## THE FINANCIAL TIMES

 Telephone Dxy divishit
为 $=-\operatorname{man}$


(EDNESDAY, MAY 18. 1972

## Learning from mistakes



 The uriversities have been en couraged to grow fasteen en- as energy resources, material

 household. Teacher training
cappact was doobled and is
now in the course of belag
halvai.

The diffeculty with this line
of attack is that it is nearty reasonable in in were perfectly were made. so the tong, the theyefore
as the critics concentrate their
atteñ on on the apparent mis stens on on the apparent mis-
tafes of the past, the machinery
of Whitebal remains virtuall
inincible. It continues to pry
 that those who cannot under-
stand history are destined to



## B



on a
on ail
least
napp
weet






A warm welcome is due. then,
for a report publilihed yesterdy
in which the centrel Policy
Review Staf examines one of The first two suggestions are
 the sets of assumptions which persist in planning as if the
are central to the planning of future were certain, and remain
the social sing

 tions were so bad that it it surr should be cut-that will lead to
prisink that the tonscquential the greatest trinctecl dificult
mistakes were not worse.
As the CPRS pontats out aill


Taking to the streets

$\qquad$

 virtual consensus cexcept it be be
onket condennation
 pooitical violence thrive, since





\title{

Italy: a country

\section*{shaken by

## shaken by crime and violence

} crime and violence}
}

By PAUL BETTS and DOMINICK J. COYLE in Rome


## The middle classes ride again




If God had ranty wanted the midarle elasses to suffer, he wouldn't have given us Jim
Cullaghan as Prime stinister."


made less onerous. When you charge back in 197478. But
think of it. are they so much suach Tory ideas are completeli more terrible in practi
the old Estate Duty? There is more. Tbe days of was
30. 40 or 50 per cenc increases the
in rates seem to have gone. at was
least for the tomeit least for the time being. Every- Cunity of the pact with the infestments should by now
ground around half agnin as well-off to see any turn of cerents that
(at least on tit months ago- papcr) as six will result in our basing any to pre-19i4 levels in cash terms
ip not adinister for some some time to purchasing power. Even house the next election. or if (as is
values values are starting to mnve to- more likely) the result was a
wards catching up with infa- hung pariliment followed bs 2
Liobour - Scontisb Notionalist

 funct We have nioved from a a The inost likely result of an
general assumption that squat- early clection. on the basis of of mind in which everyone and the counts council roting, is will be. Tbe Bullock Rep ort is ment mider Mrs. Thatcher. It
dormant.
 Board is reversible. Employers been for $a$ generaion: she
are learning to live with the would doubtiess retlect this

 up social confict that it is eren-
tualiy succeeded by a Labur
Abore all. we have a consera. Gorcmment led from a Left
 admire the new Ambassador tio thencd by a rencwed sense of he will do well in the certain outranc. then we would he back
it cannot be soid of his appoint- Harold with a vengeane. Wilson. fint ail Sir
Sis


 Tar other form of superiority of and undcrstands. histors. If she
some over otbers ls not overty does. the middileclasses can some over otbers is not overtly does. the middileclasses can
f favoured by the kind of poope relax in the saddle. and ride
we all thought might be taking victorious into the sunset.

Letters to the Editor



Appropriate notice

## 23)

## ENE

nomil conctan 13 real


## Broking boosts C. E. Heath to $\mathbf{f 1 1 m}$.



## Borthurcko

International meat traders and processors
Interim Report for the six months ended 31st March, 1977
The unaudited results of the Group for the six months to 31st March, $19: 7$ are shown below, together with those for the first six months of the
previous financial year and for the year ended 30 th September, 1976 . The Board has declared an interim dividend of 2.4 p per Ordinary' share to be paid on Sth July, 1977 to shareholders on the register at the close of business on 3rd June, 1977

|  | $\begin{aligned} & \text { Six months } \\ & \text { ended } \\ & \text { Ist March, } 1977 \end{aligned}$ | $\begin{gathered} \text { Six months } \\ \text { ended } \\ \text { 31st March, } 1976 \end{gathered}$ | $\begin{gathered} \text { Year ended } \\ \text { 30th September, } \\ 1976 \end{gathered}$ |
| :---: | :---: | :---: | :---: |
|  | 1000 | £000 | £000 |
| External sales | 162,000 | 128,000 | 292,000 |
| Profit before taxation | 5,100 | 4,029 | 8,082 |
| Taxation | 2,686 | 2,227 | 4,284 |
| Profit atter taxation | 2,414 | 1,802 | 3,798 |
| Minority interests | (9) | (7) | (9) |
| Extraordinary items* | (224) | 16 | 421 |
| Profit attributable toOrdinary shareholdersDividends |  | 1,811 |  |
|  | - | 1,819 | 4,210 |
| Profit remained | 1,340 | 1,712 | 2,780. |

The results for the half-yeir are quite satisfactory nad have been achieved despite dinculties in some principal inturnational meat markets. For exaraple, Goverament bect market is being hindered through Government-imposed quotas. Imports into other E.E. countries from the Li.K. are discouraned by the current Green Pound level, and

Chinges in world currencies have occurred on some scale, including formal devaluations of the Australian dollar and the Now Zealand dollar, a weakening recently of the Were takien in advance of these changes and the Group's profits were well safeguarded.

The aitupisition of Nidhand Cattle Products in November, 1976, is proving a happ
marriase, and the Company is
knowledge that we are operating in a world-wide growth midustry.
Subject to events beyond our control, it is our present view that satisfactory results will be achieved for the full year.

## Borminoks

Thomas Borthwick \& Sons Limited
Priory House, St. John's Lane, Londoin EC1M 4BX

## -

## 

## 



## Objectives <br> at Wadham Stringer

## Empire Stores 55.7 m

 cash call




## Forward Technology

## coming to market



Oxley to

## maintain



## 



FIDELITY RADIO Preliminary Results for year ending.
31st March 1977 .. 31st March 1977



Hartwells advance

## $50,000.000$ national Financ

 tites B.V. ad in
## sank Limit

 Ayrshire Metalsteps up pace




## Bainbridge

 expands to$£ 238,605$. £238,605.

First quarter $£ 11 \mathrm{~m}$. from General Accident


Gerrard \& National
DISCOUNT COMPANY LIMITED

* Yampleased toi inform yoa that after taxztion, proits for the with $£ 3897,000$ in the provious year. The profitigure has been
 Migher figure thanever before. The maximum pretmilltd increas paya second fmal dividend in the event thatithe stardard rate of the copansio of our institutional and commercia department, where progress has been faciilitited by tie investronent and "switch" opportunities arvilibutst to them in ail
our markets. This increased sop management amonest the imestment communitic envuragad on
to formm Gerard \& National (Fund M Mnagument) Limited in managetment of giltediged and fixed inlerest liquidity portotios * Over the lasty year the size of the Euro-Dollar Certificate of market has continuved to incresse. This has helped our Forreign Currany sidee ano
Following your approval of our decision to increasce our stabe in
the $P$. Murray-Jones Group, the name of the srour has been conged to Asiey \& Pezare, Holdinss Limitcd of which your through a company whose equity share capital is ismed as to
$49.1 \% \%$ Getrard \& National. The lait yeur ras bein one of s-orgnisation for the Group. The enone broking rrant has

Thec carrent year has started in a most auspicious manoer and
 Profif for yeari
 Gerrard \& National Discount Company Limited 32 Lombard Street London EC3V 9BE Tel: 01 -623 9981
Assoctated Companies: The Astley \& Pearce Group
"...some reflation must now be put in hand if some of the country's industries are not to be closed for ever."

Thitracts from the Sixtemention 176 Report 2nd Acco
$\because$
Resilts and Dividends
It is pleasing to bc abtetotor cpport animprovementin
profis brifretax of scmeit 40 per cent. with a figure for
the

 imcrease allowrd and d total for bur year of 7.425 p par The Year's Activities
Atthough the sccond six mouths failed to sastanin the
growth which was showing during the sccond quarter of


 business riodnced very yood results and steel

divions cóntionedito be adyersely affected by tevel of activity in the boose-building and rew constrixction findrustries, there wase an $n$ pecrease in the nationgal demand for coppera tube and copper tube trtings, sinks, baths and showers, empphasising ibe in prowerinent sectots of the market.
 f10 milion was raised by means of a rights isson and
thishas bema absorfedin fanancing workig capith Acruisition
Towards the end of the yerar we icquired Cooper and
Turner Hold dings Limited, the Shefficid based high tensilib nuts and boism manniactartes. Thise acquisition



## General


 years has begm to bear fruit with an impprovement of
some 46 per cunt. in ith value of exports during the year
compar with 1975 . $==-\infty$

## 1976 Resalits in Brief

Group profit before taxa
Group profit retained
Dividends parondinary share

Incoram upport the need to connain inflaiuon and to that extent Government. However, I believe that some reflation monst now be putin hand if some of the countriy's


Prospects Clearly from what has becen aiready saic, taree
contimuing pressurres on most of our buidding and
consumer products activities and we have puti in hand a programme of TV and newspaper adverisings to give as much belp as we can to the efforts of the rocently
cotablished National Home Improvement Council The stecl and engincering side of our business should be the first to refloct any movement to reflate the contribute materially to the profits for the carrent year. With a sustaimed effort in exports and subject, inevitably, to the state of the economy in the UK, W
shall therefore be looking at least to maintain the results of the last year.
Appreciation commityent of employeessin what has been a very
difificult period.
We bear and read a great deal about strikes and industrial urrest but frarely of non-strikes and industrial
hammony. It is therefore witp particuar emphasis thatI warmony. Mi is therefore with particular emphasis that I
wish to recor the gratude and apprciation of the
directors for the efforts and understanding of Glynwed



Three months'results

## Interim Statement

The results for the three months ended 31st March 1977 estimated and subject to audit, are compared below with at 31st December 1976 rates of exchange; also showth are he actual results for the full year 1976
It must be emphasised that the results for the interim
period do not necessarily provide a reliable indication of those for the full year.

|  | 3 months to 3 3.3.77 Estimate sminions | 3 month5 to 31.3 .76 ten Estimate |  |
| :---: | :---: | :---: | :---: |
| Net written premiums- <br> Geoeral Business | 178.3 | 154.8 | 620.3 |
| Iorestment Tocome | 183 | 12.5 | 60.0 |
| $\begin{aligned} & \text { Underwitung Result- } \\ & \text { Geoeral Business - } \\ & \text { Long Term Insuracoe Profits ... } \end{aligned}$ | $(6.9)$ 0.5 | (11.5) | ${ }_{(179}(17.6)$ |
| Loan and Bank Interest | ${ }_{0.4}^{119}$ | ${ }_{0.4}^{1.5}$ | ${ }^{44.3}$ |
| Profit before tax end Mioority Ioterests | 11.3 | 1.1 | 42.6 |
| Principal Exchange rates used in cooverling oversees results: U.S.A <br> Canada | $\begin{aligned} & \text { si.72 } \\ & \text { si.82 } \end{aligned}$ | $\begin{aligned} & \mathbf{s i}_{1.70}^{70} \end{aligned}$ | $\begin{aligned} & 51.70 \\ & \mathbf{s i . 7 1} \end{aligned}$ |

Net written premiums and investment income increased
in sterling terms by $15.2 \%$ and $46.2 \%$ respectively. in sterling terms by $15.2 \%$ and $46.2 \%$ respectively.
Adjusted to exclude the effects of currency fuctuations the increases were $16.5 \%$ and $47.8 \%$ respectively.
There was an underwriting loss in the United Kingdom of incurred in the Motor account where there was a sharp
increase in claims incidence arising from the severe weather conditions. The Homeowners account, where some corrective measures have already been introduced;
also produced an unsatisfactory resulf.
In the United States net written premiums were ratio was $104.83 \%$ as compared with $110.72 \%$ for the same period in 1976. The Automobile, Property and Lhe underwriting losses which aggregated to $£ 4.1$ million
(1976, £6.9 million). (1976, $£ 6.9$ minion).
Satisfactory underwriting results were achieved in
Canada, Australia, New Zealand and Brazil but there were substantial losses in Europe and, although improved as
compared with the similar period in 1976, the South
African results were also disappinting African results were also disappointing.

## $\frac{\text { Gemeral }}{A \text { Acetulent }}$

General AccidentFire \&Life Assurance CorporationLtd WorldHeadquarters, Generall Buildings,Perth,Scotland


Furness Withy Group

PAZELIMINARY RESULTS
Substantial growth in 1976
Profit before tax up by 60\% to $£ 22,642,000$.

|  | 1976 | 1975 * |
| :---: | :---: | :---: |
| Tumover | £168.4m. | £ 54.7 mm . |
| Profit before tax and extraordinary items | £22.6m. | $\mathrm{E} 14 . \mathrm{m}$, |
| Earnings per £1 ordinary stock | 55-67p | 32.83p. |
| Dividends per £1 ordinary stock | 7316p | 6.651p |

## Provision for deferred tax, previously made in all companies; is now made only in respect of companies in the group in which a liability or comoration tax might arise within the foreseeable future. The comparative figure of eamings per share for 1975 given above

 has been adjusted as if the new policy had applied to that year
(4) Furness Withy Group Furness Withy \& Co to th, 105 Fenchiurch Steet, London EC3M-5HH

## to peak $£ 42.6 \mathrm{~m}$.


 NOTICE TO SHAREHOLDERS

 1. Reports by the Boardi of Difiectors, the Auditing Coim2. Aproval. of the phaince sheet as at at December 31. .jote, 3. Discharge to he granted to tha Directorx and Andition 3. Discharge to he granted to. the Directorx and Anditina, $\mu$ In oriter to pe admitted to this Meeting :owners of bearis.








 The Board of Directors

# Unicorn Industries 

## A RecordYear

Turnoverup 44\%at£55m. Pre-tax profits up 98\% at $£ 5 \mathrm{~m}$. Earnings per share up 92\%at 11.3 Assetspershare up 34\%at107p AP Dividend up10\%at4.86p

Unicomindustries Limited

[^3]

Mixed outlook for Petrocon Group


SHARE DISCLOSURES






 uamponis som


## 1976Record profit...and earnings per share.

ares were 8.2p in 1976 and on the Participating (non-vea
3.6 p agaiṇst 3.3 p in the previous year thian this but it is at Sir Halfor's s. explicit. and strongly expressed. request that I reirain from doing so . For instead of applying to culrent spending the adversely affect the construction industry. and a far higher cost than would now be involved For this Company, as ior all others. which supply the U. $k$. market. this must mean that
1977 will be, so far as that market is concerned 1976 to increase its literally damped down demand. but with better will increase - and is intended to increase - the transport. However there are certain signs of mealding work which has developed recent months the construction industry in (a)

The soeech of the Chairman at the Annual
Gneral Meeting to be heid on the 10tit lune Thyit together with a separarate messige from the Chairman. both of which have been circulated
with the Report, are as follows:

In my first speech as Chairman, I am very glad
be able to report that our results for 1976 to be able to report that our results for 1976 produced congratulations on this achievement are due to all concerned for what was a particularly good pertormance aginst the background of a difficul
situation. Earnings per share on the Ordinary

RETIREMENT OF SIR HALFORD REDDIST Halford Reddish after over 47 vears on the Board of this Company I would have liked to say mor

ECONOMIC BACKGROUND
1976 also marks the end of an era in this Government publicly recognised for the firs time the close relationship which inescapably
exists between the level of public expenditure exists between the level of public expenditure
and of either taxation or borrowings to finance it and of either taxation or borrowings of finance if adverse balance of payntents on the other. While. as citizens. we nuist all be glad to see this appreciation, however belated, of the economic
facts of life, the Government's actual measuies are in practice likely to arouse less enthusiasm. inevitably painful cuts in public expenditur which a proper understanding of the nation economic situation plainly demands. most of to be ained at capital expenditure. particularly in the field of construction. Not only mulst this those who serve it. but it must also mean the ages whien economic recovery comes. At that time necessary investment in buildings, equipment. roads, factories and airfields will have to 1977 will be, so far as that market is concerned.
a far from easy year. Your Company dio well in of al shininking market, though it of course reflects the greatest credit on those working in your Company at all levels. is a tough job and So far as the present. year is concerned unprecedented rain in the first iwo months weather here improve as work on sites picks fo again. The recent Budget. it should be noted. costs of industries such as our own which have growing confidence in the British economy and
if this tendency continues, the heavy backlog of if this tendency continues, the heavy backlog of
building work which has developed should

## overseas

Overseas the prospect is brighter. While in
Australia the forecast recovery in the econonty Australia the forecast recovery in the econonty
following on the change of government following on the change of government has
been slower than some people expected, in Western Australia has begun to show a good
deal more confidence. Our Ausiralizn sidiary. Cockburn Cement Limited, achieved improved profits in 1976 as a result of higher
dispatches of both cement and lime. Recently dispore have been announcenments of several important plans for industrial expansion in
Western Ausiralia and $:$ here is therefore every prospect of a contunuing improvement in the evel of industrial activity in that State and. with

THE RUGBY PORTLAND CEMENT COMPANY LTD
CROWN HOUSE, RUGGY.
extent that Cockburn-is now planning an present production facilities with new lime plant.

TRINIDAD
In the Caribbean, in response to an approach negotiations took place last Summer which resulted in an agreement to purchase for cash the shares of oür subsidiary company, Trinidad signed in July and the company came under government management from the beginning of August. The purchase price agreed was approxi-
mately $£ 4.4$ million. We very much hope that nuately $£ 4 \cdot 4$. million. We very much hope tha tinuing co-operation between the new owner and your Company
Your Company is actively pursuing oppor
tunities overseas, particularly in the field o consultancy where its high standard of expertis in many directions, including the operation of pipe-lines. can be profitably exploited. Ou subsidiary company. R.P.C. Technical Services in a consultancy capacity on projects at home and overseas.

DEVELOPMENTS IN THE UK At home 1976 hạs been a year of progressive adjustinent of current works operation to increasing engineering activity to modernise our production facilities with particular emphasis on the development of plant which is even more efficient and economical in the use of energy. A on our first conversion of a kiln from the wad the semi-wet process. After pilot scale trials which started in May, construction work for the conversion.began in the Autumn and. the kiln itself was stopped is expected to start producing clinker by the new process in July, with a saving of more than one third of the previous fuel consumption.
At our Rochester Works. the major part of the tonnes à day Lepol semi-wet process kiln and ancillary plant is nearing completion. The necessary civil engineering work is progressing well and erection sin to over the whole of the Works' production in the Autumn of 1978
In 1976. our steel reinforcement subsidiary, The Ront River Company Limited, maintained its position as a leading supplier to the con-
struction industry.

CONSULTATION WITH EMPLOYEES We are taking steps to seek to ascertain the
wishes of our works'employees on the question of trade union recognition. Meanwhile, conthe medium of the Works Committees and I have. since becoming Chairman, taken adiāntage of my visits to the Company's Works, to mees and to discuss curent problems with them Work is also in hand to improve and bring up to date provision for retirement benefits in respect fall categories of our employee

## DIVIDENDS

The increase in the dividends on both the Ordinary and Participating (non-voting) Shares
which we are proposing is the maximum allowable ender the Government's policy of restricting
dividend distributions.

INFLATION ACCOUNTING
In the foù years since Janüary 1973. we have had the Accounting Standards Steering Changes in the Purchasing Power of Mong for Sandilands and Morpeth. It is apparent that inflation accounting wil be the subject of completely finalised While therefore - system is doubr that adjusting accounting for inflation is desirable. 1 can see no point in producing pattern which we shall have to follow is pattern whi
established.

BOARD MEMBERSHIP Your Board has been strongly reinforced by
the appointment of Mr . J. R. Pryor and Mr. A. N. Williams in January of this year. They both have a profound knowledge of the. Company's
business and will be able to give even fuller service to the Company as members of the Board -In accordance with, the Articles of Association, they retire at this meeting and offer
themselves for re-election. I am also very glad to themselves or re-election. I am also very glad to
be able to report that Mr. R: J. Morgan, who retired from his executive responsibilities on the 31st December 1976 .. has accepted his
colleagues invitation to remain on the Board in a colleagues, invitation to remain on the Board in a continue to have the benefit of his experienced wisdom.

## THE WILL TO SUCCEED

 Your Company is deterrined to modernise itself in every respect to enable it to meet the dent that it will-with the closée co-operation of all luil mind prosper. 1. will conclide with a quiotation from anearlier statement which sets out with great clarity what I believe to be the essential truth: "The most valuable asset in the Company's balance sheet is one written in invișible ink. It reads something like this, The loyalty, the efficiency, the capacity for work of ain employed by the company, their achievements, and their joy in having a part in those achievementsti:"

## MESSAGE EROMTHE CHAIRMAN

 My predecessor:as Chairman made a practice specifically directed to those who wiorked with him in the Company. It is not my intention in uture years, uniess some very special reason me that all concerned with the Company whether they work in it or advise it from outside or hold its shares, have a common concern with ts welfare and would like to think that those Report And indeed : am to thinnual there are many of those who work in it who are also shareholders, There are: no watertight compartments to divide us.However, this year, 1 , would like to take directly to all who work with me in the Company how honoured I feel at being entrusted with its Chairmanship. Iam very conscious, too, of the Chairman of a company with such aroming behiind it and in which so thany people have worked for so long, in many cases indeed for the whole of their. working lives. This responsibility certainly is not ightened by the circumstances
of to-day. Inflation, and all the evils that go with it, is still far from conquersd And it is the nhappy fact, as I say in my Chairmạn s speeech. that some of the measures Which our Goveminevitably hit the construction indưstries and those who supply materials to those Industries. We should be kidding ourselves therefore if we hought that during the next-year or two any But our Company has the that all of those who work in it do realise that ts continued success does depend upon the Only. if. we deliver punctuaily and efficiently prosper. And we must prosper to survive. It is an llusion to think that companies canget by and profit. Profits are needed, both to enable us to aise more capital when we need new and directly for some of this. It is in difficult times that the men are sorted conditions aroys. Most people cariget by when is the toughly efficient who come come out on top so that whien this country reaches-as it will in due course better timies,
we shall be there fulty equipped to take
advantage of the

## Lyon \& Lyon gets $\mathbf{£ 1 . 6 m .}$. bid



Ford Motor Credit Company of Canada, Limited
Cdn $\$ 20,000,000 \quad$ 81/2\% Guaranteed Notes due May 15, 1984
Cdn \$20,000,000 $\quad \mathbf{8 3} \%$ Guarantéed Notes due May 15, 1987

> Unconditionally Guaranteed as to Payment of
> Principal and Interest by

Ford Motor Credit Company
Goldman Sachs International Corp. Dentsche Bank Swiss Banli Corporation (Ovierseas):
Wood Guudy . . . Domimion Securities Limited

Algemene Bank Nederland N.V. A. E. Ames \& Co. Aminterdam-Rotterdam Bank N.V. Andzesens Bant A/S Arnhold and S. Bleichroeder, Inc. $\therefore$ Association of Swiss Cantonal Banks Bache Halsey Stuart lnc. Baer Securities Corporation Banca Commerciale Italiana Banca del Gottardo : Barica Nazionale del Lavoro Banca della Svizzëra Italiana Banco Ceitral S.A.' . .Banco di Roma Banco Urquijo Hispano Américano Banco de Vizciaya: Bank of America International $\begin{aligned} & \text { Limited }\end{aligned} \quad$ Bank für Gemeinwitschaft Bank Gutzwiller. Kurz. Bungener (Overseas) . Bank of Helṣinki Bank Leu International Lta Bank Mees \& Hope N.V. ${ }^{\text {. }}$ Banque Bruxelles Lambert S.A. Banque Française du Commerce Extérienr
Banque Gènérale du Luxembourg S.A.
Banque de L'Indochine et tè Suer - Banque lnternationale a Luxemhourg S.A. Banque Nationale de Paris Banque de'Nenfize; Schlnmherger, Mallet
 Banque de !'Union Européenne Baring Brothers \& Co. ${ }^{\circ} \quad$ Basle Secarities Corporation Bayerische Hypotheken-und Wechsel-Bank Bayerische Landeshank Girozentrale Bayerische Vereinshank Bergen Bank - Berliner Bank Berliner Handels- und Frankfürter Bank Blyth Eastman Dillon \& Co: Burns Fry Caisse Centrale des Banques Populaires Caisse de Dépöts et Consignations. Cazenove \& Co Churistiania Bank og Kreditkasse Commerzhank' La Compagnie Financière. Continental lllinois Crédit Commercial de France Credit Industriel d'Alsace et de Loirraine S.A. Credit Industriel et Commercial Crèdit Lyonaais Crèdit dn Nord. Crêdit Suisse White Weld: Creditanstalt-Bariǩrerètu Credito Italiano (Underwriters) S.A. Daiwa Europe N.V. Den Danske Bank Richard Dans \& Co. Bankiers
 Deway \& Associés International S.C.S. Dillon, Read Overseas Corporation $\because$.Dresdner Bank Drexel Burnham Lambert Eurocapital S.A. European Banking Company ... Earotrading Ltd. Finacor Finter Bank First Boston (Europe) First Chicago First Manbattan Co. Robert Flemimg̈ $\% \mathrm{C}^{\circ} \mathrm{\sigma}^{-}$. Antony Gibbs Holdings Girozentrale und Bank der Österrecechischen Sparkassen - Götābainken Greenshields Incorporated . Groupement des Banquiers Privés Genevois • . . Hambros Bank Limited Hessische Landesbank-Girozentrale Hill Samuel \& Co. . E. F. Hntton \& Co. N.V. IBJ International Limited Instituto Bancario San Pãolo di Torino-Turin Kansallis_Osake-Pankki Kidder, Peabody International Kjobenhavas Handelsbank Kleinuort, Beason - $\because$ Kredietbank S.A-Eaxembourgeoise Kuhn, Loeb and Co. International Lazard Brotbers \& Co. L Lazard Frères et Cie Lazard Frères \& Co.
 McLeod. Yonng, Weir International Merck, Finck \& Co. Meitill Lynch International \& Co. Midland Doherts Samuel Montagu \& Co. Morgai Greaffell \& Co. . . Morgen Stanley International Nederlandsche Middenstandsbank N.V. . . Nederlandse Credietbank N.V. . Nesbitt, Thomson Tbe Nikko Securities Co., (Europe) Nomara Europe N.V. Norddeutscbe Landesbank Girożeritrale Sal. Oppenheim jr. \& Cie. . Orion Bank $\begin{gathered}\text { Limined } \\ \text { Oiterreichische Landerbank AG }\end{gathered}$ Peterbroeck, van Campenhout Kempen S.A. Pierson, Heldring \& Pierson N.V. W.C. Pitfeld and Co. (Liondon) PKbanken Postipankki Privatbanken Altieselskab - Richardson Secrantites of Cänada Rothschild Bank A.G. $\quad$ N. M: Rothschild \& Sons ${ }^{-}$. Salomon Brothers:- .. Scaydinayinin Bank J. Heary Schroder Wagg \& Co. Simonhank Singer \& Friedlander Limited Skandinaviska Enskilda Bariker N. V. Siaventurg's Bank Smith Barney, Harris Upham \& © Co. $\quad \because$ Societe Bancaire Barclays (Suisse) S.A. Sociète Gènérale Socièté Génèrale de Banque S.A. $\quad .:$ Sociètè Sèquannaise de BanquéS.A. Strauss, Turnhull \& Co. Sumitomo Finance International Svenska Handèlsbañker Trade Derelopment Bank Overseas Inc. UBS-DB Corporation ...Union Bank of Fiiland Union Bank of Switzerland (Securities) S. G. Warhurg \& Co. Ltd
 Dean Witter International

Yamaichi lnterpational (Earope) Ltd.

The Financial Times Wedresday May 181977


WOLSELEY HUGHES BUYS FROM CRELION



## Oxley Printing Group Lta.

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## James Gulliver moves into Alpine HIdgs.



# Whitbread announce the following trading performance for the 12 months to February 1977. 



Didn't we do welll Or did we? It seemsto lepend on where you stand

Standing at the bay you might be tempted o observe that if we have made that much noney we should not inctease the price of a int so often.

## Stand hig fore Paliane hifoumight

 depend g on yout political eising make apitaloun othe shotern protitgowthof 8.9\%whichis well anead of lastyears rate of fflation.Qurenployees might ask how long muist ey stand for wage restraint while we nake ofits anticipail zassive profits.
ected - On the other hand those same employees in 1975 and to gain from our inyestment plans, as do. ze retailers whomake living by tradingin. -ur products.

Our shareholders can look forward to an ıcreased dividend And the Chancellorean and by to receive a substantial windfall in uty and VAT.

Clearly we cantiot satisfy all these points. Eview What is the correct balance, the fair
Eve: :- view hat for which we are prepared to stand up

Let us take yout through some facts.
First, the good news.
Profit before tax increased by $£ 11.9 \mathrm{~m}$, a in of $38.9 \%$.

Investment plans can therefore othtinue
npany e are half way tbrough a 5 year programme ith $£ 116 \mathrm{~m}$. planned to be spent over the next rears. There is a brewery going up at Magor South Wales, new lager production facilities, w canning line and an extensive programme.

Employment results from ourinuestint plans, not just for our own people but also :workers in supplier companies, particularly the construction indastyy: Our own profit formance allowed is to continue producing ge packets for nearly 40,000 people-plus ir families-for another year
The Drinker has had to putup with price eases, but still gets one of the cheäpest pints. iurope. Our volume has certainly held up, ich encourages us to believe that the value.
of British beer in the Britisli pub is widely appreciated.

The public at large will benefit from the fruits of our labours in the shape of the taxes and duty that we pay. Last year we generated around $£ 200$ million whick would have paid for any of the following:

Half of the cost of school meals, milk and welfare foods
or all public expenditure on libraries or most of the cost of the fire service. Now, the not-so-good news.
Inflation has taken its toll of our long. term prosperity-our performance overthe past 5 years has beein consistently behind the inflation-adjusted targets.


Dividends are even further behind inflation-the shareholder (who, these days, is often a retired hard-working man or a pension fuind manager) has suffered most of all.
$\therefore \begin{array}{lllll} & -71 / 2-72 / 3 & 73 / 4 & 74 / 5 & 75 / 6 \\ 76 / 7\end{array}$

## ORDINARY

DIVIDEND
TOSHARE- $100 \quad 105.0 \quad 110.5 \quad 117.4 .128 .0$ 140.8
HOEDERS
RETAL
$\begin{array}{lllllllll}\text { PRICE } & 100 & 106.1 & 114.7 & 1398 & 171.8 & 199.7\end{array}$
INDEX
AVERAGE
EARNINGS
PER
$100 \quad 1149 \quad 1283 \quad 150.6 \quad 1792 \quad 1919$

Prospects are not rosy the second half results are much inferior to the first:

|  | 1976/77 vs 1975/76 |
| :---: | :---: |
| FIRST HALFPROFIT | + $9.3 .3 \mathrm{~min}(+49.8 \%)$ |
| SECONDHALFPROKTT | $+(3.1 \mathrm{~mm} .(+23.7 \%)$ |

Eor example: malt went up by $35 \%$, hops by $22 \%$, cans and cartons by $19 \%$, and fuel and power by $29 \%$.

Costs must be recovered and the only sure way is through increased prices. Failure to put up our prices last year would have resulted in a £ 14.5 m . profit fall-down to $£ 28.1 \mathrm{~m}$, which is notmuch better than 4 years ago.

We might have had less explaining to do, but we would also have done less investing spent less on new plant and equipment, and less on our estate-with a consequent chain reaction on earnings,jobs and future profits.

Human resource is probably our most important single asset. Caring for it and nurturing it is an increasing problem. At its most obvious it is a problem of rewards and security which depend on Whitbread remaining competitive and profitable. But it goes deeper than that. Morale can be lowered by many things: seeing the standard of living of one's family decline, having to operate an obsolete machime for cost-saving reasons, listening to our .critics, feefing that the whole commercial structure of society may be tottering.

We want to play our part in removing these irritants-wre know that self-interest, even enlightened self-interest, is not enough in the changing modern world.

So where do we stand on our profits?
For a start, let us declare an interest: we worked damned hard to earn them! You carmot expect us to achieve total detachment, nor to expound original wisdom on how to perform the economic miracle.

As a large national company we are a significant social unit and, as such, willing to account for our performance to the community as a whole-even though that means trying to satisfy couflicting opinions.

We think our performance; seen in the context of the past 5 years and our view of the next 5 years, has achieved a reasonable balance. We think our plans to plough back most of our profits are responsible and, within our limitations, likely to bring the greatest happiness to the greatest number

## Thos. Borthwick reaches £5.1m. at six months

MNiNG NEWS

## New Brazilian bauxite hope



Perry Motor confident of

## progress

## Even at todays interest rates,

 two days is a long time.Its probably never occurred to you how much it costs you to pay your staff.
Not just the sum total of your payroll. Our concern is the amount you lose simply in transferring money from your account to theirs by credit transfer vouchers.

One day it disappears from your account. Several days later it surfaces in theirs. And in the time between the value of that money is lost to you

At BACS, we make sure you don't suffer this los
What we offer is a method of deferring by at least two days the transfer of funds from your account to another.
We do it through a system known as Electronic Funds Transfer (EFT).

All it involves is the preparation of a magnetic tape, by your own data processing department or a computer bureau. It's then presented to our offices, two days before you require payment to be made.

We transact the payment, where you want it, when you want it.

And we don't debit you until that date.
You can use it for more than iust salaries and wages. Purchase ledger settlement is another area where we can help prevent large sums of your money disappearing ovemight.
And whatever it's for, itll be saving you at least two days' interest.

Add that up over a year of monthly transactions and you'll end up saving over three weeks' additional interest.

With weekly transactions that turns into a saving of nearly four months.

And at todays rates, if two days is a long time, four months is a lifetime.

SPONSORING BANKS:
Barclays Bank Limited Lloýds Bank Limited Midland Bank Limited National Westminster Bank Limited Williams \& Glyn's Bank Limited Bank of England
Coutts \& Co.

## Bank of Scotland

Clydesdale Bank Limited The Royal Bank of Scotland Limited Co-operative Bank Limited

For further intormation complete the couponi below:


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Ford Main Dealers 1976RESÜLitis | PROFIT BEFORE TAX | $1,571,670$ |
| :--- | ---: |
| DIVIDENDS net | 218,506 |
| 198,906 |  | ADDED TO RESERVES $597,300 \quad 394,637$ ADREINGS PER SHARE. 16.3p 13.2 p Extracts from the review by the Chairman

Mr. J. F. Macgregor Mi.J. F. Macgregor



## COUNTER-INFLATION ACT 1973




London Secretaries:



## Yearlings

## at $9 \frac{1}{4} \%$




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# 1976 <br> Raw materials gamble for new petrochemical plant 





## "Better communications is more accurate and up-to-date plans and drawings":

Few companies have done as much as the Ozalid Group to cut
down the time and cost involved
in producing and modirying complex plans and drawings. Advanced drawing office equipment, special polyester-based drafting films and time-saving methods, sophisticated reprographic equipment and space-saving microfirm systems, all have made the draughtiman's job easier, the manager's frustrations fever, and the How of communications from design to completion faster.

So it's not surprising that all over the world, wherever design problems need soking, you'll find Ozalid equipment and systems in increasing demand.

Withresearch units in Britain, Switzerland and the USA, we mean to maintain our technical leadership. And with associates and subsidiaries in 17 countries, and $5 \%$ of our $\pm 82.9$ milion turnover coming trom overseas. we're well placed to help solve communications problems - wherever they are.
Oqulid:Besically, better communications
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## INTERNATIONAL FINANCIAL AND COMPANY NEWS

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By Micheel Yan Os,
AmsTERDASS, May 17.
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## Plan for Italian chemicals



Canadian borrowers Solvay dividend up

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New Issue

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## European Investment Bank

9\% Bonds Due May 15, 1997

## Hong Kong venue for Canadian finance





## AMERICAN NEWS

## Commonwealth Oil losses <br> rique






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## EUROBONDS <br> Generous pricing for EEC bond

## BY FRANCIS GHILLS

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##  <br> Crédit Industriel et Commercial

All these sccurities haciung bcers sold, this announcement appears as a matter of record only.
Kuhn Loeb\& Co.
The First BostonCorporation
Merrill Lynch, Pierce, Fenner \& Smith
Lazard Frères \& Co.
Morgan Stanley \& Co. Bache Halsey Stuart Inc. Drexel Burnham Lambert E.F.Hutton \& Company Inc. Loeb Rhoades \& Co. Inc. Paine, Webber, Jackson \& Curtis Reynolds Securities Inc. Smith Barney, Harris Upham \& Co. Warburg Paribas Becker Inc. Wertheim \& Co., Inc. White, Weld \& Co. ABDSecurities Corporation Arnhold and S.Bleichroeder,Inc. Basle Secmities Corporation Bear, Stearns \& Co. EuroPartners Secmities Corporation L. F. Rothschild, Unterberg, Towbin Shearson Hayden Stone Inc.
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New Court Securities Corporation
Nomura Securities International, Inc. Westdeutsche Landesbank
A. E. Ames \& Co.

May 18, 1977

Dean Witter \& Co.

Shields Model Roland Securities

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Banks deal in West Africa

Gabinete

## LONDON

London Wall EC2M 5NE Phone : 638.57 .00 (19 lignes)
Telex: 886.725 - 885.068 ( Telex : 886.725 - 885.068
Foreign exchange telex 888959 Canonex Idn

Instituto<br>Nacional de Industria<br>U.S. $\$ 60,000,000$<br>Five-year Loan



Bank of America NI \&SA: Bank of Montreal Bank of Tokyo, Lt Banque Bruxelles Lämbert S.A. Barque Nationale de Paris Barclays Bank Internitional Limited • Citicorp International Group Chemical Bank. Compagnie Fịnancière de la Deutsche Bank AG Dresdner Bank Akricngesellschaft London Branck
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Dai Nippon Printing's European closures

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 SEIECTED EUROD̃OLIAR BOND PRICES
 US \$20,000,000 Medinm Term Loan

The Municipality of Sharjah

# His Highness the Ruler of Sharjah 

Arranged by Grindlay Brandts Limited

Provided by
Banque Arabe et Internationale d'Investissement (BAII)
Grindiays Bank Limited
Lloyds Bank International Limited
Security Pacific Bank

## WALL STREET + OVERSEAS MARKETS Up another 3.98 in active trading

BY OUR WALI STREET CORRESPONDENT










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| Indices |  |
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EURO-CURRENCY INTEREST' RATES*








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## STOCK EXCHANGE REPORT

## Gilt strength highlights market-gains to $1 \frac{5}{8}$ points Equities fade after early rise-Index up 1.5 at 468.2









## ENTERTAINMENT GUTDE

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## RECENT ISSUES

EQUITIES

"RIGHTS" OFFERS


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FT-AETUARIES SHARE INDICES


## AUTHORISED UNIT TRUSTS



## OFFSHORE AND OVERSEAS FUNDS

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INSURANCE, PROPERTY, BONDS

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## H sector on phase 3

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Cold wind puts up price of coffee



BBC seeks court order on Cup Final ban
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Defence chiefs accept U.S. call for big rise in NATO spending



## Tameside endorses selective schools

## Trade Department inspectors to probe Ozalid affairs

\section*{DEPARTMEXT OF TRADE


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## private



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## onee line

Whitbread

## Lonrho/AVP Inds.



## Weather



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THOMSONS
The Surcharge and Higher RateTax

## The Chancelior has ninde no o read changes in faxatio

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investments, with special reference to personal taxation. .. ... $\because$ Tor Mry CTP Daiton, Director
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[^2]:    or fustin Lowe．


    #### Abstract

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    ## Written Answers

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